

Application for

**Vacancy Announcement Number; EPA-EXEC-2017-0004  
Senior Executive Service Candidate Development Program  
U.S. Environmental Protection Agency**

Application of:

NAME

SSN

ADDRESS

CITY

STATE

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## **QUALIFICATION HIGHLIGHTS**

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Accomplished leader with both regional and headquarters experience.

- Extensive experience collaborating with state, local, federal, and external partners to respond to customer needs and advance the objectives of the organization.
- Highly skilled in developing and applying innovative approaches to solve multi-disciplinary problems.
- Demonstrated ability to motivate and unite individuals creating high performing teams to execute vision.

## **MANAGEMENT POSITIONS**

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**U.S. ENVIRONMENTAL PROTECTION AGENCY (EPA)  
OFFICE OF LAND AND EMERGENCY MANAGEMENT (OLEM)  
(formerly called OSWER)**

**WASHINGTON, D.C**

Director, Office of Communications, Partnerships, and Analysis (OCPA)

Supervisory, GS-15

Oct. 2015 - present

- Successfully led the merger of two offices and OLEM's communications team to create a new office to provide leadership on cross-cutting issues of significance to OLEM.
- Led development of the first EPA guidance integrating Tribal Ecological Knowledge into decision-making.
- Oversaw OLEM's communications on highly sensitive and priority issues involving the Agency's senior leadership that were covered by the nation's top tier leading news organizations, including newspapers and television.
- Launched social media campaign to improve outreach of key messages.
- Serve as Lean senior manager overseeing the implementation and reporting on all OLEM Lean activities.
- Provided leadership within OLEM on critical Agency and cross-program initiatives and policies including climate change, community engagement, and impact analyses. Projects have been recognized by the Office of Management and Budget and the White House.

Director, Center for Program Analysis (CPA)

Supervisory, GS-15

Director Feb. 2010 – Sept. 2015

Acting Director Dec. 2008 – Jan. 2010

- Restructured CPA to align the office's projects and products with OLEM's priorities and improve customer service.
- Successfully led the transformation of EPA's RE-Powering America's Land from an innovative concept to a cutting-edge program. Recognized by Harvard as a Top 25 Innovations in Government in 2013.
- Created OLEM's (formerly known as OSWER's) Greener Cleanup Principles which established for the first time OLEM-wide policy integrating sustainability into environmental cleanup activities.

#### Application fo

- Led development of OSWER's first Climate Adaptation Implementation Plan and EPA's only national program level adaptation training. Integrated perspectives from multiple programs and geographic locations.
- Transformed OLEM's evaluation program to expand OLEM's use of data and evidence in its decision-making. Products and efforts recognized by the Office of Management and Budget and the Government Accounting Office.
- Successfully addressed performance and labor relations issues.
- Gave speeches to large audiences on CPA's programs and progress.

#### Acting Associate Director, Innovation Partnership & Communication Office (IPCO)

GS-14

Aug. 2005- Jan. 2006

- Provided pivotal support and leadership building and maintaining relationships with a wide variety of stakeholders to improve understanding of OLEM programs and positions and integrate insights from these diverse stakeholders into decision-making.
- Built partnerships with state and local associations, Congressional staff, the private sector, environmental organizations, and non-governmental organizations.
- Mentored and advised staff on their work products, identified any potential problems, and made recommendations to resolve the problems.
- Established internal processes to ensure the organization produced high quality products, and performed in an efficient, effective, and timely manner.
- Synthesized policy analyses into complete, usable briefings for senior level decision makers.
- Prepared and reviewed the majority of OLEM's communication materials, including press releases, speeches, talking points, and communication strategies.

### **EXECUTIVE CORE QUALIFICATIONS**

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#### **Leading Change**

While Director of the Center for Program Analysis the Assistant Administrator asked me to address complaints about the Office of Land and Emergency Management's (OLEM) communication process even though communication was not part of my office's function. Complaints included lack of transparency, a cumbersome process which led to missed opportunities and missed deadlines, and poor coordination, including with the Administrator's Office of Public Affairs. Recognizing that how we communicate with the public today is significantly different than a decade ago, I developed a strategy to transform OLEM's communication and outreach efforts to streamline the process and successfully integrate 21<sup>st</sup> century social media approaches into our communication strategies.

- I immediately sponsored a Lean event among seven offices which clarified roles and responsibilities and culminated in a new streamlined process. All the high priority recommended actions from the event have been completed.
- The new process reduced the number of steps by approximately 37%. Overall processing time was reduced from an average of 5 months to 7 weeks and lead time was reduced from an average of 6 months to 9 weeks.

- The addition of an early planning phase and a new, streamlined the process for press inquiries improved our ability to work with the Administrator's Office of Public Affairs and meet deadlines.
- I created a process to integrate regional communication managers into communication planning to improve regional amplification of events and messages.
- I established a communications team across multiple program offices within OLEM to provide a consistent platform to raise issues and promote sharing of new communication ideas and vehicles. Customer satisfaction, as rated by the program offices, has improved from 2.0 to 4.0 on a 5-point scale.
- I instituted a tracking system for communication milestones to improve transparency and alert managers to any stalled activity. It is now routinely used by senior leadership.
- I enlisted a skills marketplace volunteer to provide training for staff. Over 60 OLEM staff and managers participated in the training. The routine use of blogs, Twitter, Facebook, videos and other social media vehicles has dramatically increased. Social media is now utilized in 100% of OLEM's communication plans.
- I launched a *Tweet to 2000 Challenge* to increase followers of OLEM's twitter account and raise awareness of the power of social media to reach our target audiences.
  - Since the launch of the Challenge 8 months ago, the number of followers has grown 37% and the number of "influential" twitter accounts that follow OLEM has significantly increased. This includes news personalities, local and state stakeholders, and companies.

### **Leading People**

I led a reorganization that created the Office of Communications, Partnerships, and Analysis (OCPA) by merging two offices and the Assistant Administrator's communications team. The goal of the reorganization was to strengthen critical focus areas and create connections between functions in different offices whose integration could create more positive results for the organization as a whole (e.g., having all intergovernmental functions together, integrating community engagement and environmental justice, etc.) As Director of OCPA, my staff more than doubled. The reorganization also created a Deputy management position. I immediately met with staff and OLEM Office Directors and Deputies to identify OCPA's strengths, critical gaps, and areas to which we could add value. The three merging organizations had different operating procedures, different expectations about response times, and operated as distinct units, some staff not feeling connected to the organization or understanding what others did. To meet the reorganization objective to build a collegial, organization uniting the various functions, I completed the following within one year:

- I developed a strategy clearly articulating OCPA focus areas and connecting it more closely to OLEM's priorities and staff's roles and responsibilities.
- To strengthen the focus areas and put more resources towards them, I eliminated two functions which weren't adding significant value to our customers and refocused other work.
- To ease worries, I shared my rationale for the changes and worked with individual staff to address concerns as they emerged, identified training to ensure employees had the ability to

successfully implement the vision, and coached employees on Individual Development Plan activities.

- To create opportunities for career growth and enhanced performance, I changed the promotion ladder for two positions in the focus areas, adjusted the workload in one area to improve response times, and reorganized another to align staff with specific organizations creating accountability and a partnership between my staff and the customer.
- I created a rotational assignment for EPA regional employees to bring a new perspective into the organization and ultimately hired two regional employees.
- I established regular "all hands" meetings for the office and organized an all-day training session on understanding different work and communication styles to foster cooperation.
- These actions helped employees understand how their assignments fit into the bigger picture and allowed them to see themselves as part of a more cohesive whole, which helped break down the silos among various functions within OCPA.
  - For example, the OLEM commitments in the Agency's EJ2020 and FY2017 Making a Visible Difference Action Plan are consistent and supportive as a result of collaboration among staff; the intergovernmental and communications staff regularly give "heads up" to the other to ensure there are no public surprises; and the renewable energy on contaminated land program enhanced efforts to integrate an environmental justice network into the program.
- 100% of the feedback I have received from other Office Directors has been positive. This has resulted in improved products and a deeper sense of partnership.

### **Results Driven**

As Director of the Center for Program Analysis (CPA) in the Office of Land and Emergency Management (OLEM), I led OLEM's efforts to continually improve program performance by integrating evaluation, performance results, and other data analytics into OLEM's management agenda. When I became Director of CPA there was a stalled evaluation program due primarily to a perceived lack of data and resources. OLEM's political leadership expressed concern that OLEM's societal and environmental impacts were not always well understood, particularly by budget decision-makers. My goal was to revamp how evaluations were conducted in OLEM, develop robust data that would quantify OLEM's impacts and challenges, create a platform to discuss the data with senior leadership, and create a mechanism for clearly communicating these data and narrative to the public.

- I restructured the office's budget to bring in fellows from the American Association for the Advancement of Science and hired a PhD economist to conduct robust analyses and provide technical assistance.
- To remove obstacles associated with lack of data, I reframed the development of analyses resulting in a "laddered" approach which was recognized by the Government Accounting Office as one of seven, and EPA's only, federal agency "Practices in Effective Strategic Reviews".
- I instituted an annual senior leader review which provides a platform for all OLEM Office Directors and Deputies, and the Assistant Administrator and Deputy to discuss the data and use it to inform future organizational decisions.



- I developed OLEM's first information management system to capture data and evidence on OLEM's programs, including peer reviewed literature, and packaged it so managers and staff can use the materials to assess program progress, and demonstrate impact in budget justifications and communication materials. Currently there are over 100 entries.
- To date, the office has completed 14 analyses, including the first analysis of the impact of the inspection frequency on compliance in the underground storage tank program, and the first evaluation of the Brownfields Program. The inspection study is one of only two projects EPA submitted to the White House Evidence Project. In addition, I partnered with academia and other EPA offices on three more studies. Five more studies are currently underway.
- I led the development of OLEM's first interactive Accomplishment Report which utilizes a slide show format to publicly communicate the progress and includes trend charts and the impact/benefits statements.
- In EPA's FY2014 budget passback the Office of Management and Budget specifically commended OLEM for its use of data and evidence in its budget submission.
- In 2016 OMB called OLEM the "gold star" in EPA for its "strong culture and history of evidence and evaluation."
- These efforts not only drove results for CPA, but also protected resources and greatly benefited the entire organization, an outcome of particular importance in the current fiscal climate of constrained resources.

#### **Business Acumen**

As Director of the Center for Program Analysis (CPA) I managed a staff of six with an operating budget that ranged from 1.74 million to 2.57 million over seven years. Since CPA's work covered multiple program areas, in any given year I used between four to five different program projects to fund CPA's payroll and program activities, including a broad range of procurement vehicles. In response to broader Agency budget reductions, CPA's extramural budget decreased by more than 30% over a span of a couple years. To continue to meet my office's objectives under these challenging circumstances I took the following actions:

- I reduced the contracting budget and used some of the savings to fund highly skilled fellows under a grant program. In addition to the cost savings, the fellows provided technical skills and flexibility to move across multiple program areas which our contractor could not.
- I used detailees and a rotational leadership program sponsored by another federal agency to attract highly skilled individuals for specific projects.
- I leveraged funding from the Department of Energy to cover some of the costs associated with our renewable energy activities.
- I established internal processes to monitor funding levels and kept a list of funding needs and projects so when funds were unexpectedly available, I demonstrated a rational business case for quick utilization of the funds and received additional funding.
- I worked with staff to transition from using e-mail as the preferred method to collect performance results to an electronic dashboard. I ensured staff received training in the technology, established standard operating procedures, and worked with OLEM's information technology staff to add trend reports for certain measures to expand the

analytical capabilities of the tool. This decreased reporting errors and improved response times.

- Despite the significant extramural cuts, as a result of the actions I took I was able to move forward on 100% of my office's priority actions.
- Furthermore, when I was promoted to become the Director of the Office of Communications, Partnerships, and Analysis I oversaw the merger of two organization's budgets, created a new set of internal control procedures, and instituted regularly scheduled meetings with the financial control officer and quarterly meetings with the staff on financial matters to resolve any budget issues and put the office on a path for a smoother transition.

### **Building Coalitions**

Prior to my arrival as the Director of the Center for Program Analysis (CPA), CPA staff had launched a mapping tool that screened former or existing contaminated properties as possible sites for installation of wind turbines, solar panels, or other renewable energy. I recognized an opportunity to utilize the mapper to build a new program. My goal was to create a nation-wide program that turned these contaminated sites, public health and environmental liabilities, into actively contributing assets addressing community energy needs. However, no new resources would be available and I only had 1 FTE at the time to use for this effort. In order to reach my goal to expand RE-Powering America's Land, I emphasized building coalitions and partnering with multiple parties with a connected mission. With relatively small funding and 1 to 1.5 dedicated FTE and a policy fellow, I led the following actions:

- I led an extensive nationwide outreach effort, meeting with nearly 150 people from diverse entities including renewable energy developers, local and state governments, bankers, utilities, community organizers, etc, to identify barriers and opportunities for RE-Powering.
- I led the development of a RE-Powering Management Plan integrating stakeholder feedback into priority actions.
- I established a team of experts from headquarters and the regions to help evaluate sites for renewable energy and move projects forward. This team, and an expanded network of EPA staff, met biweekly to discuss new renewable energy installations, as well as progress on new tools and resources and supplement the dedicated FTE in my office.
- I expanded a unique partnership with the Department of Energy's National Renewable Energy Lab (NREL) to leverage federal renewable energy expertise. This partnership has enabled the RE-Powering team to overcome obstacles by merging renewable energy expertise with EPA's environmental expertise. CPA has co-authored tools and training with NREL.
- I obtained funding from the Department of Energy to support feasibility assessments on contaminated or formerly contaminated federal lands.
- I partnered with EPA's enforcement office to address environmental liability concerns and developed a guidance on liability for RE-Powering sites under a demanding four-month schedule.
- I worked with 11 states to add their state data into the mapping tool and partnered with a state association to hold a State Renewable Energy Forum on Contaminated Lands. The number of

sites included in the RE-Powering mapper increased by 725% to more than 80,000 sites, primarily attributable to the addition of state sites to the RE-Powering dataset.

- I partnered with the state of New Jersey and EPA region 2 to pilot a streamlined approach to conducting feasibility studies which is now our preferred approach.
- A recent evaluation of RE-Powering conducted by a contractor concluded that the program has helped move the market forward.
- To date, while not a comprehensive list, EPA is aware of 190 RE-Powering sites deployed in 38 states, representing a combined 1,172 megawatts of capacity. In addition, EPA is tracking more than 100 projects in the pipeline.
- In eight years, RE-Powering has tracked a compound annual growth rate of 28%.
- Given the importance placed upon developing coalitions to embed RE-Powering and influence other programs, EPA has tracked the following results:
  - The Department of Energy's SolSmart program which provides a "solar ready" designation for communities gives points for use of RE-Powering sites.
  - Renewable energy components are now embedded in the Brownfields Program's Environmental Workforce Development and Job Training efforts, as well as the Program's Assessment, Cleanup and Revolving Loan Fund grant guidance.
  - The Bureau of Land Management (BLM) included RE-Powering sites as a consideration in the BLM draft Solar Programmatic Environmental Impact Statement, and emphasized targeting solar development on contaminated land through Proposed Identification Protocol for New Solar Energy Zones (SEZ), and incentives for SEZs.
  - The states of New Jersey, Massachusetts, Maryland, and Vermont have policies or legislation explicitly incentivizing the use of RE-Powering sites.
  - Several utilities include contaminated sites as a criterion in their Request for Proposals.
  - The Council on Environmental Quality included RE-Powering in the President's 2013 Memorandum on Federal Leadership on Energy Management.
- Harvard University deemed RE-Powering a Top 25 Innovations in Government in 2013 and RE-Powering received an EPA Silver Medal for Superior Service.
- In response to the release of the draft management plan in 2010, EPA received letters of support from the NJ Department of Environmental Protection, environmental organizations, private companies, private citizens, and academia. In a joint response, representatives from Defenders of Wildlife, National Audubon Society, Natural Resources Defense Council, Sierra Club, and The Wilderness Society remarked, "...We are pleased to see EPA is taking a leadership role to initiate a formal national analysis of areas that may be suitable for the development of renewable energy."



**OTHER PROFESSIONAL POSITIONS HELD**

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Chief of Staff, EPA OLEM	Jan 2005 – Nov. 2008
Innovations Coordinator/Innovations Team Leader, EPA OLEM	Jan. 2002 – July 2005
State Liaison Officer, EPA Region III	April 2000 - April 2001
Brownfields Coordinator, EPA Region III	April 2001 – Dec. 2001
	Sept. 1997 – April 2000
Project Manager, Philadelphia Environmental Health Characterization Study, EPA Region III	Sept. 1996 – Aug. 1997
Communications and Community Involvement Coordinator, EPA Region III	Sept. 1995 – May 1996
Senior Chemical Review Manager, EPA OCSP	June 1996 – Aug. 1996
	Oct. 1989 – Sept. 1995

**PROFESSIONAL AFFILIATIONS/HONORS/AWARD**

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Federal Executive Institute Leadership training  
 EPA Gold Medal  
 EPA Silver Medal  
 Five EPA Bronze Medals  
 Excellence in OLEM Partnerships Award

**EDUCATION**

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Master of Health Science  
 Bachelor of Arts, International Relations (minor in Economics)

